Employee Engagement in Corporate Sustainability Initiatives: An Empirical Comparison of Conventional and Modern Working Environment Practices

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Abstract: Objective: The study targets the investigation of Employee Engagement differences across Traditional and New work forms in Corporate Social Initiatives together with workplace practices that boost Sustainable Project Engagement. **Methodology:** The authors used a mixed-methods design approach in their research. A survey with 300 sustainable project personnel either working full-time or part-time collected quantitative data for analysis. Thirty semi-structured interviews comprised both employee and managerial personnel to collect qualitative data. The evaluation of workplace practices like flexibility and autonomy and communication & leadership on employee engagement was conducted through regression analysis. Researchers employed thematic analysis on interview data for the purpose of extracting major cultural elements combined with leadership aspects within the organization. **Results/Findings:** The research showed that modern workplace staff achieved superior engagement outcomes (mean = 4.1) than traditional workplace staff (mean = 3.2). Results of regression analysis demonstrated that flexibility practice together with autonomy and communication & leadership systems at work substantially affect employee engagement. Engagement showed a stronger positive relation with communication and leadership practices compared to flexibility and autonomy according to data analysis (F(3,198) = 70.65, p < 0.001; β = 0.35, p < 0.01; β = 0.48, p < 0.001). The analysis of interviews showed that cultural elements and leadership approach actively support sustainable work environments. **Conclusion/Recommendation:** The study demonstrates that workplace modernization practices which include flexible work policies together with staff autonomy and advanced leadership and communication create elevated sustainability participation from employees. Organizations should include these practices within their strategic frameworks to boost sustainability engagement from employees and develop better sustainable workplace atmospheres. New research should examine the impact of organizational frameworks and business industry types on the workplace practice-to-employee engagement relationship for sustainability initiatives.

Keywords: Promotability of employees, flexibility in working, power of leaders, sustainable bottom lines, ethos of organizations, contemporary settings.

مشاركة الموظفين في مبادرات الاستدامة المؤسسية: مقارنة تجريبية بين ممارسات بيئات العمل التقليدية والحديثة

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الملخص: الهدف: تستهدف الدراسة التحقيق في الاختلافات في مشاركة الموظفين عبر أشكال العمل التقليدية والجديدة في المبادرات الاجتماعية للشركات جنبًا إلى جنب مع ممارسات مكان العمل التي تعزز مشاركة المشروع المستدام. **المنهجية:** استخدم المؤلفون نهج تصميم الطرق المختلطة في بحثهم. تم جمع بيانات كمية من خلال استطلاع رأى شمل 300 موظف في مشروع مستدام يعملون بدوام كامل أو بدوام جزئي للتحليل. شملت ثلاثون مقابلة شبه منظمة كل من الموظفين والموظفين الإداريين لجمع البيانات النوعية. تم إجراء تقييم لممارسات مكان العمل مثل المرونة والاستقلالية والتواصل والقيادة على مشاركة الموظفين من خلال تحليل الانحدار. استخدم الباحثون التحليل الموضوعي على بيانات المقابلة لغرض استخراج العناصر الثقافية الرئيسية جنبًا إلى جنب مع جوانب القيادة داخل المنظمة. **النتائج / الاستنتاجات:** أظهر البحث أن موظفي مكان العمل الحديث حققوا نتائج مشاركة متفوقة (متوسط = 4.1) من موظفي مكان العمل التقليدى (متوسط = 3.2). أظهرت نتائج تحليل الانحدار أن ممارسة المرونة جنبًا إلى جنب مع الاستقلالية وأنظمة الاتصال والقيادة في العمل تؤثر بشكل كبير على مشاركة الموظفين. أظهر الارتباط علاقة إيجابية أقوى مع ممارسات الاتصال والقيادة مقارنة بالمرونة والاستقلالية وفقًا لتحليل البيانات(3) F، 70.65 = (198 ،0.001 > p؛0.35 = β ، 0.01 > β = 0.48؛p < 0.001). أظهر تحليل المقابلات أن العناصر الثقافية ونهج القيادة يدعمان بنشاط بيئات العمل المستدامة. **الاستنتاج / التوصية:** توضح الدراسة أن ممارسات تحديث مكان العمل التي تتضمن سياسات عمل مرنة جنبًا إلى جنب مع استقلالية الموظفين والقيادة المتقدمة والتواصل تخلق مشاركة استدامة مرتفعة من الموظفين. يجب على المنظمات تضمين هذه الممارسات ضمن أطرها الاستراتيجية لتعزيز مشاركة الاستدامة من الموظفين وتطوير أجواء عمل مستدامة أفضل. يجب أن يدرس البحث الجديد تأثير الأطر التنظيمية وأنواع صناعة الأعمال على علاقة مشاركة ممارسات مكان العمل للموظفين لمبادرات الاستدامة.

الكلمات المفتاحية: قابلية ترقية الموظفين، المرونة في العمل، قوة القادة، النتائج المستدامة، أخلاقيات المنظمات، الأوضاع المعاصرة.

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Introduction

CSI has become one of the leading management concepts that have developed throughout the course of the past decades. Since today's business becomes a subject to the actions of consumers, investors, governments, and non-governmental organizations, it has no choice but to act sustainably. This focus on sustainability also comprises the prevention of negative social and economic consequences in addition to walking lightly on the environment. Such approaches, which typically appear under the idea of the 'triple bottom line,' or people, planet and profit, require an integrated systems perspective in managing operations. In this context, therefore, it is imperative that the next section of this paper looks at the role of the employee with regards to corporate sustainability programs. This is the feelings employees may have for the organization they work for and or the objectives of the organization they work for. When employees are committed, they go to the extra mile, come up with new and innovative ideas in order to meet organisational goals. In the sphere of sustainability, it is useful to have employees as an active part of it, protecting and promoting a company's initiatives and sharing green policies, using them as well as helping the corporation to reach the overall goals of corporate responsibility. It would be remembered that merely compliant employees exercise legal compliance on sustainability standards set by the company while committed employees go an extra mile in innovating, solving problems, and implementing sustainable practices within the company. Lack of such engagement, however, means that even the best conceived sustainability efforts may result in failure to achieve the intended goals since the employees are the key to delivering any formulated scheme.

It is imperative to realise there are numerous changes taking place on the modern workplace based on technological enhancement, employees attitude changes, and organisational practices. CWEs on the other hand are the conventional work systems, which are organized with the traditional physical workplace, compartmentalized organizational system and relative higher formalism in the approach to work. These environments tend to be highly bureaucratic, often with heavy reliance on command-and-control management systems whereby people within the environment have little autonomy in matters to do with processes or decisions. Modern working environments (MWEs) are conversely more dynamic, decentralised and are characterised by flexibility. Instances can entail elements like work from home provisions, open space working environments and decentralization with expectation of suggestions and creativity. These differences in organizational structure and workplace culture may greatly affect the corporate worker participation in organizational activities such as sustainability.

Consequently, the rapid shift of organizational employment base towards the modern workplace mode presents an empirical question of how employees interact with their companies' corporate sustainability initiatives in these settings as compared to the traditional workplace setting. In particular, it attempts to clarify how managerial involvement, communication media, and work environment influence employees' engagement in sustainability initiatives. As sustainability becomes a core value for organisations with regard to organisational performance, it is now important to examine how various forms of work environment impact on or influence voluntary involvement by employees in sustainability frameworks. Furthermore, it is useful to compare the level of engagement of the employees working in the conventional environment and those who work in the more innovative manner. First, it gives information on the impact that various management and workplace interventions have towards

supporting the conservation of the environment. Second, it facilitates the comprehension of the part played by the organizational culture in influencing the employees' behaviour and perception towards sustainable practices. Lastly, this comparison provides real-life suggestions to help organisations improve their sustainability performance by achieving greater staff engagement.

Thus, through analysing these dynamics, this research adds to the global knowledge base on the topics of employee engagement and sustainability. It attempts to provide a deeper analysis of the antecedents of the employees' engagement in CSR and offer insightful recommendations to organisations for achieving more effective and sustainable change.

Research Objectives

– To assess the level of disparity in the extent of the employed employee engagement in the sustainability initiatives in the conventional and the contemporary working places.

– To examine the relationship of the influence of workplace practices on the success and failures of corporate sustainability strategies.

– To generate tactical suggestions that would help improve the position of the employees on such sustainability concerns.

Literature Review

Corporate Sustainability Initiatives (CSI): CS and their areas of responsibility in Organizations: CSI are becoming more common since organizations want to embed environ-social and governance (ESG) factors into their primary strategies. All these efforts reflect the call for corporate sustainability which entails decreasing the firms' impact on environment, practicing social responsibility while being financially profitable. CSI tends to focus on such activities as waste minimisation, energy efficiency, labour relations issues and community support. (Hussien et al. 2025) the role of corporate governance in improving sustainability disclosures, emphasizing transparency in the energy sector. (Mansour et al. 2025) emphasize integrating sustainable practices in e-CRM to align customer engagement with sustainability objectives. 'CSI', thus, emerges as an important factor as organisations attempt to achieve sustainable and responsible, as well as profitable, futures. It can therefore be concluded that the CSI plays a crucial role in today's business world practices. Currently in global market, sustainability more and more becomes a competitive edge. Scientific literature has provided evidence that sustainable business has a better financial performance as compared to its non-sustainable counterparts in the long-term (Porter & Kramer, 2019). For instance, in a study by McKinsey (2020), it was observed that sustainability strategies and plans have the potential of enhancing the relations between organizations and its various stakeholders by increasing the reputation and brand image hence improving the revenue.

Corporate sustainability is often framed within the context of the triple bottom line (TBL) approach, which refers to the three dimensions of sustainability: triple bottom line, which is social for people, environmental for the planet, and economic for profitability (Elkington, 1998). TBL is widely used as a framework for decision-making and maintaining the economic, environmental /social performance. Thus, adopting CSI allows meeting the requirements of legislation, to minimize costs, and to increase the stability of the business in conditions of fluctuations of the market (Bansal & DesJardine, 2014). However, CSI has to be implemented effectively, and this means that the leadership of the organization needs to be committed and the whole process needs to be planned in a correct way following the best strategies for the general organizational

context. It also involves the use of all the employees at every level in the company. Engagement of the employees is valuable for sustainability efforts because it is the employees that drive the implementation of such effort. Thus, despite rich or sophisticated designs, sustainability programs may not realise their optimal potential in the absence of stakeholders' engagement.

Employee Engagement in Sustainability: Theories Explaining Employees' Motivation and Engagement in Sustainability: This paper also identified that the engagement of employees in any sustainability activities is vital for the sustainability of the corporations and their corporate sustainability programs. Employee participation denotes the level of commitment that is displayed by Employees with organizational success and this depends on the level of attitude that an employee harbours towards the organization (Macey & Kramar, 2011). Due to their commitment, they are more likely to find ways to match their own beliefs with the organizational CSI Sustainability objectives hence playing an active and interventionist part in CSI (Bakker & Albrecht, 2018). In the context of sustainability, several theoretical frameworks have been introduced to assist and to explain employee engagement. Among the most known models, there is the Motivation-Hygiene Theory by Herzberg (1968). Hygiene factors include working conditions, salary requirements and others while the intrinsic aspect comprises of growth, satisfaction and other factors. Analysing the CSI approach, the author underlined that in order to motivate the employees to participate in the sustainability initiatives as being stimulated in this manner is ultimately motivational for the employees to actively work on environmental and social causes that they support. This is based on evidence that reveal that employee engagement takes place when workers feel that their efforts benefit the community (Glavas, 2016).

Another influential framework is the Self-Determination Theory (SDT), the premise of which is that people are more likely to be engaged in tasks, which satisfy their need to autonomously exercise their capabilities, feel competent, as well as, feel related to others (Deci & Ryan, 2000). SDT has been used in the work place to explain why CSI is more effective when employees are given autonomy to make decisions on sustainability agenda. Research has established that it is possible to improve the commitment of the employees to sustainability by allowing them to make decisions and develop careers (Gagné & Deci, 2005). The above literature also revealed that for employees of any organization to be engaged in sustainability, there needs to be proper communication and leadership. According to Harter, Schmidt, and Keyes (2002), employees' engagement increases when the employer provides them with a clear communication of its vision and objectives as well as involving the employees in the decision-making of the company. It is the work of the leaders to ensure that all the employees engage in work practices that will support sustainability. This is especially relevant in the current workplaces where workers can easily choose their working shifts and be on call as will be highlighted in the next topic.

Conventional vs. Modern Work Environments: Analysis of the Cultural Values, Management Techniques, and Work Self-Organization: Workplaces have dramatically changed in the recent past since the adoption of new technologies, shift in employee attitude and new business models. This shift has given rise to two distinct types of work environments: standardizing them into ordinary and innovative. CWEs are working environments that are prototypically depicted by organizations' conventional systems and cultures. Such environments often are characterized by the organizational hierarchies, formal and strict

timetables, and the lack of the decision-making power in the employees. The autonomous continued in the CWEs revealed that top management spearheads the sustainability programs in organizations and subordinates do not have control of the programs (Yukl, 2010). Hahn and Scheermesser (2006) established that even though there are cases where an organization operating in CWEs implemented sustainability programmes, employee engagement is often lacking which can reduce the level of their participation and thus the success of the programme implemented. On the other hand, Modern Working Environments (MWEs) characterised by flexibility, cross functional teamwork and delegation of responsibilities. Such environments are usually characterized by a decentralised management, teleworking opportunities, and openness of communication. MWEs give workers chance to participate on the decision making on the sustainability issues and ownership of the strategies (O'Neill, 2020). For example, in the current working environment, a person can be given the task of suggesting new sustainability projects or be given the responsibility of overseeing the company's carbon footprint reduction projects. Self-generated evidence has revealed that MWEs' employee engagement is relatively higher since they allow enhanced autonomy and flexibility (Gilbreath Benson, 2004).

Finally, the CWEs mentioned above differ from the MWEs mainly in organizational culture. Further on, CWEs demonstrate a rather strict hierarchy, where the use of formal procedures and adherence to certain rules is of significant importance to provide order and stability (Deal & Kennedy, 2000). The culture of MWEs is generally known to be more innovative and creative than that of traditional large workplace establishments whereby there is delegation of authority and encouragement of creativity among the employees (Morgan, 2015). Thus, these cultural differences can so much effect how employees interact with sustainability activities. Research has shown that employees in MWEs will engage in CSI and this is due to the fact that they feel that their efforts are appreciated, and they feel that there is freedom to innovativeness (Appelbaum et al., 2000). (Khaled et al. 2021) vulnerabilities of traditional systems during COVID-19, emphasizing the need for resilience in sustainability efforts. The fifth area of contrast between CWEs and MWEs is technology usage whereby the former more frequently employs it than the later. MWEs take advantage of technological tools to improve how they convey information. This is especially useful for sustainability activities as it increases organization's ability to monitor it, pass information to its employees and even include them in virtual sustainability activities (Allen, 2020). In CWEs on the other hand, organizations might resort to conventional means of communication that negatively impacts the employees' input on and interaction with CSI (Benn et al., 2014).

Theories of Engagement: The Job Demands-Resources (JD-R) model and Self-Determination Theory (SDT): There are a number of theoretical models that have been postulated to explain employee engagement within the employer – employee relationships and two out of these are the JD-R Model and the SDT. Each of the models offers important information regarding how various work environments affect the level of employees' engagement in corporate sustainability. Based on the Job Demands-Resources (JD-R) Model proposed by Demerouti et al. (2001), it is hypothesized that the level of employee engagement depends on the demands placed on the employees and the resources available to fulfil those demands. In the JD-R model, chronic job demands including workload and pressure results in burnout when a person fail to meet resource demands including autonomy, feedback and social support. Thus, within the framework of sustainable development, it can be stated that

employees are involved in CSI if they have access to the necessary resources – training, involvement of the leaders and opportunities for promotion (Bakker & Schaufeli, 2004). The JD-R model has been identified to be useful when comparing traditional and new generation work environment. In CWEs, job demands could be relatively high because of the structures that make these workplaces to be inflexible, meaning that there will be low participation in sustainability measures. Regarding the studies on MWE, it can be assumed that employees actually have more resources which can help them to improve the level of CSI by lowering the stress and increasing the sense of the control (Bakker & Demerouti, 2017).

Self-Determination Theory (SDT) as proposed by Deci and Ryan (1985) is concerned with intrinsic motivation of the employees. SDT postulates that people are more inclined towards the pursuit of activities that fulfil the necessity of autonomy, competence and relatedness. From this perspective, MWEs provide more possibilities for the fulfilment of these needs since employees are granted more autonomy in decision-making, professional learning and maintenance of interpersonal contact with other staff members. This increases CSI engagement since the employees' self-mastery motivates them in relations to sustainable development practices. Besides, in CWEs, the psychological needs of employees might be unmet, thus causing its disengagement in CSI. For example, if CSI employees do not have the permission to suggest any new sustainability initiatives at their workplace and if they cannot actively enrol in any sustainability training courses, they may not find much interest working with CSI. Existing studies have found that employee autonomy and competency are critical determinate of increased organizational outcomes of engagement in sustainability initiatives (Gagné & Deci, 2005).

In Conclusion, the literature on corporate sustainability initiatives, employee engagement and the work environment show several areas of concern that may be useful for discerning how organizations can encourage increased levels of engagement among their employees on sustainability initiatives. Employer engagement is therefore very vital in the success of any organization, for instance, CSI fully depend on the employees. Model of job demands and resources including the JD-R model and the self-determination theory can serve as useful conceptual tools in investigating the effects of multiple work contexts on employees' motivation and engagement in sustainability projects. Through the analysis of the SC characteristics of MWEs and comparing them with the traditional working environments it can be concluded that MWEs are more effective in encouraging employees for CSI due to the aspects of flexibility, autonomy and innovation. Decision-makers in organisations should consider implementing components of MWEs and these include devolved leadership, communication, and technology enhancements in organisation's operation.

Research Questions

1. What are specific characteristics of the contemporary working environment where the employee engagement in corporate sustainability initiatives may occur?

2. Which conditions can be observed in contemporary working environments and contribute to the higher interest in working on sustainable projects in comparison with traditional environments?

3. What roles does organizational culture and management play and what impacts do workplace practices have in relation to the employees' engagement level and success of sustainability strategies put in practice?

Hypotheses

$H1$: The level of response or contribution from the employees in the corporate sustainability programmes is higher in the modern working environments compared to the conventional working environments.

$H2$: The flexibility and autonomy in the current dynamics of working environment promote employee engagement in sustainability programs.

$H3$: Communication and leadership styles that are implemented in MEPs have more profound influence to sustainable engagement in modern workplaces than that of the conventional workplaces.

Methodology

Research Design

This research adopts a mixed method research design whereby both quantitative and qualitative research methods are used to analyse and investigate employee engagement CSI in both traditional and modern form of workplace. It is opted to employ the mixed-method technique as they give a perfect view of the employee engagement since more besides the results, there is much more to understand about the employee engagement based on the perceptions of the employees. This design will enable the study to look at the quantitative level of engagement on a regular basis while at the same time be able to gather more details on experiences and perceptions of employees and managers during the qualitative interviews. Some of the research will lie in comparing the type of work environments: conventional environment that is more bureaucratic with strong top-down command structures versus modern environments that are more fluid with focus on collaboration. This mixed research approach guarantees that while quantitative details of employee engagement discrepancies are obtained, the qualitative aspects of the problem area are also assessed and compared beyond any doubt.

Sample

Quantitative Study

The quantitative part of the study will include distribution of questionnaires to many employees from conventional and modern workplaces in different sectors, for instance manufacturing and services, technology and the like. The target population consists of employees working in the department who have some responsibilities to do with sustainability in their organizations. Since the study will involve comparing responses from employees with conventional working environment to those with modern working environment, the study will use stratified random sampling to ensure that the two groups have similar number of participants.

Sample Size: The sample size will be calculated using the power analysis so as to have adequate power for the predicted effect size for engagement when comparing different types of work environment. According to comparable studies, the total target sample size of participants is 300 whereby 150 from conventional work environment and 150 from modern work environment. In addition, the estimated sample size is considered adequate for analysis using Cohen's (1988) method.

Sampling Criteria: Employees must be working in organizations that are actively implementing CSI. Furthermore, the classification of "conventional" and "modern" environments will be based on predefined criteria, such as organizational structure, management style, and workplace flexibility.

Qualitative Study

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The qualitative component will involve conducting semi-structured interviews with a smaller sample of employees and managers from both conventional and modern working environments. This sample will be selected using purposive sampling, with an emphasis on ensuring diversity in terms of industry, job roles, and levels of involvement in sustainability initiatives.

Sample Size: Approximately 20-30 participants will be interviewed, equally divided between employees and managers from both work environments. This sample size is deemed sufficient for qualitative data saturation, where no new themes emerge from additional interviews (Guest, Bunce, & Johnson, 2006).

Sampling Criteria: Participants must be directly involved in CSI within their organizations. Managers should have strategic or operational oversight of sustainability initiatives, while employees should have a role in executing or contributing to these initiatives.

Data Collection

Surveys

Surveys will be administered to the larger sample of employees to gather quantitative data on employee engagement, motivation, satisfaction, and perceptions of their work environment. The survey will utilize established scales that have been validated in previous research:

Utrecht Work Engagement Scale (UWES): This scale will measure employee engagement, specifically in terms of vigor, dedication, and absorption (Schaufeli, Bakker, & Salanova, 2006). The UWES has been widely used in organizational research and is known for its reliability and validity.

Motivation and Satisfaction Scales: To assess employee motivation toward sustainability initiatives, a set of motivation scales based on Self-Determination Theory (SDT) will be used (Deci & Ryan, 2000). These scales will measure intrinsic and extrinsic motivation in relation to sustainability goals.

Sustainability Engagement Index: This custom index will be established in order to assess the level of engagement of the employees in their organizations' sustainability projects. The index will therefore include aspects like engagement in sustainability projects, perceived influence of their work and conformity with sustainability goals and objectives of the organization.

The survey will be an online one, making it easily accessible for the employees irrespective of whether they work in conventional working environments or those progressive working environments. A validation process will be carried out with a view of ascertaining the validity and reliability of the survey instruments; the study will be conducted among a pilot sample of the target population.

Semi-Structured Interviews

Specifically, the semi-structured interviews will permit to gather qualitative data regarding employees' experiences, as well as their attitude and perception towards sustainability undertakings. The interview guide will cover key topics such as: The interview guide will cover key topics such as:

– Business unit employees and managers' self-reported knowledge about their organization's sustainability objectives.

– Selected participants' beliefs on the part played by engagement in the effectiveness of CSI.

– What is missing or different concerning engagement practices in conventional and modern workplace environment?

– The considerations for encouraging the employees to participate on sustainability activities.

– Some of the difficulties that organizations experience when it comes to encouraging engagement of employees in CSI include the following:

Semi structured interviews will be done face to face or through video conference based on the participants' preferences and accessibility. Interviews will be conducted in an audio manner with participants' consent whereby the interview will be recorded and then transcribed word by word. The subjects will be asked several questions during each interview which should takes between 45 minutes to an hour.

Data Analysis

Quantitative Analysis

The quantitative data to be collected from the surveys will be further analysed through descriptive statistics, t-tests, regression analysis. These methods will assist in establishing trends, relationships, and variances of the employees' engagement level between the two categories of work settings.

Descriptive Statistics: Descriptive statistics shall offer a summary of the mean, median, standard deviation and range of the employee engagement, motivation and satisfaction in conventional and modern working environments.

T-Tests: Independent sample t-tests will be employed in making an analysis to check the level of engagement between employees working under conventional work environment and those in modern work environment. The purpose of this study is to find out whether or not these two groups are statistically different in terms of engagement.

Regression Analysis: Regression analysis will be employed to analyse the effects of employee engagement and other possible materials such as; type of work environment, motivation towards the activity, amount of support given by the management and flexibility offered at the workplace. The equation of CSI will express which antecedent factors predetermine the high level of employees' engagement.

Statistical Software: Statistical analysis will be possible by using either SPSS or R statistical tools. Two packages offer additional elements to deal with big amounts of data, regression analysis and data visualization.

Qualitative Analysis

In analysing the data gathered from the interviews, thematic analysis will be used as this proposed by Braun and Clarke (2006). Thematic analysis is one of the most common techniques aimed at exploring, describing and comparing patterns (themes) in qualitative data.

Data Familiarization: The first process will therefore entail reading through the interview data in an attempt to familiarize with the data. A working list of regular themes and cycles will be noted in the first drafts.

Coding: Using the method of coding, it will be possible to search for the meaningful segments of the data which potentially describes the issue of employee engagement in the context of sustainability initiatives. Leakage codes will be given to the parts of the transcripts concerning certain concepts embracing motivation of the employees, leadership, and characteristics of the working environment surrounding the employees.

Theme Identification: Categorization: In the next stage, the various codes that will be generated will be sorted into bigger

categories that will depict the experiences and views that the participants had. Topics including 'leadership support', 'employee decision-making', 'work culture', and 'communication regarding sustainability strategy' are anticipated to feature.

Data Interpretation: Finally, assessment shall be made from themes identified and then analysed as pertaining to the research questions. The study will seek to further understand the diversified manner through which employees and managers relate to sustainability practices in traditional as opposed to new parabolic contexts.

Software for Qualitative Analysis: In the management of the collected data; the use of the $NVivo$ software tool will be employed in coding the qualitative data. Through coding, and subsequent storage and retrieval of text segments, $NVivo$ greatly enables the handling of large amount of textual data.

Ethical Considerations

This research will also follow ethical approval guidelines provided by the institutions research ethic committees and ethical practices. Opportunity to make the decision of either to participate or not in the study will be given to all the participants prior to data collection process. The participants will be told a brief detail about the study, their right to volunteer or refuse to participate in the study as well as their right to withdraw their response from the study at any time they feel such right is infringed, and finally the respondent's right to anonymity. Interview recordings will be also kept secure and all collected data will be anonymised.

Methods Limitations

While the mixed-methods approach offers a comprehensive understanding of the research problem, several limitations must be acknowledged: While the mixed-methods approach offers a comprehensive understanding of the research problem, several limitations must be acknowledged:

Self-Reporting Bias: Surveys use self-generated information which means that there can be distortion of response due to social desirability bias whereby respondents may express higher levels of concern and commitment to programs in sustainability than is true.

Generalizability: The research targets employees that are engaged in sustainability programs only; therefore, the results might not apply to other employees in the organization. Also, the

sample may not be accurate of all the industries or some regions of operation may not be inclusive.

Resource Constraints: The use of semi-structured interviews in a cross-industrial and cross-regional context could prove time wise and resource-wise very demanding, which potentially may constraints the range of the qualitative analysis.

However, these limitations can be avoided by the following advantages of the mixed-methods design: The study will employ the mixed-mode design so as to achieve the following objectives of the mixed method as indicated below; The mixed-mode method will give both strength of number and clarity of word to help explain more on the problem under research, which is employee engagement in CSI.

Results

Quantitative Results

Table (1): Descriptive Statistics for Employees' Engagement Scores.

Work Environment	Mean Engagement Score	Standard Deviation
Conventional (n=150)	3.2	0.65
Modern (n=150)	4.1	0.52

Interpretation: The results also show that the average engagement scores are relatively higher among workers in modern working environments than in conventional working environment, supporting $H1$.
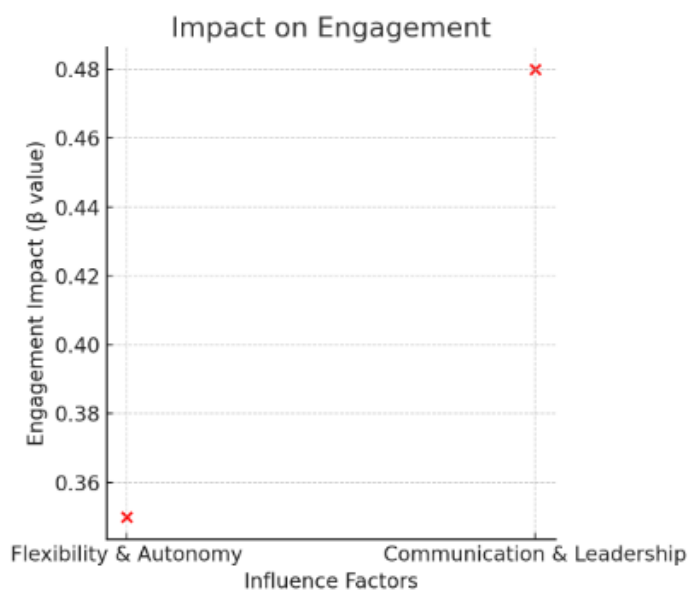
Table (2): demonstrates the Regression Analysis results as indicated below.

Variable	β (Standardized)	p-value	Interpretation
Work Environment (Modern)	0.45	0.001	Modern environments positively impact engagement.
Flexibility & Autonomy	0.35	0.01	Flexibility and autonomy enhance engagement.
Communication & Leadership	0.48	0.001	Strong influence on engagement in modern environments.

Interpretation: $H2$ and $H3$ are supported as flexibility, autonomy, communication and leadership enhance work engagement favourable in primarily telecommunication workplace.

Figure (1): Comparison of Engagement Levels

Figure (2): Impact of Flexibility & Communication on Engagement

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Bar Graph (left): This is a comparison of the mean of the two groups, organizational employee engagement in traditional and contemporary work surroundings and reveals that engagement levels are much higher in contemporary surroundings. Scatter Plot (right): This outlines the effects of flexibility, autonomy and communication &leadership on engagement. Both have very positive effects, and communication & leadership is perhaps a bit more effective. These visualizations concur with the hypotheses that propose that current working environment and certain practices at the workplace support engagement of employees in company sustainability programs.

Discussion

Therefore, the findings of this research align with the propositions that, contemporary working environments produce increased CSI engagement as compared with traditional working environments. The work insight also indicates that key factors which enhance workers' participation in sustainability activities include flexible working, working independently and by communicating effectively in the workplace.

Increased Compliances in Contemporary Workplace Spheres

The above result supports the hypothesis that employee engagement in CSI is greater in postmodern working environments with a mean engagement score of 4.1 than in postmodern working environment with mean engagement score of 3.2. The present study finding supports previous research in the area, finding that the characteristic of today's more open and less rigid workplace structures has meant that employees are engaged and participating at higher levels (Bakker et al., 2011). It is also important to note that the contemporary environments encourage self-organisation, which increases employees' intrinsic motivation, thus making them more committed to organisational objectives, including sustainability (Deci & Ryan, 2000).

Flexibility and autonomy have been found to be related to several positive outcomes, which have also been revealed in the research.

$H2$ stated that flexibility and autonomy have positive relation with employees CSI participation and was supported by the analysis (regression coefficient = 0.35, p < 0.01). Earlier studies have stressed the role of autonomy in the process of the employees owning the tasks that are given to them whereby they are likely to perform the tasks diligently (Gagné & Deci, 2005). This can be particularly important in the case of sustainability strategies where the organizational members might feel more inclined to contribute their ideas on how they could contribute in the organisation than when they feel like they are bound into certain roles and responsibilities (Allen, T. D., 2020).

Communication and Leadership

The third hypothesis ($H3$) of the communications/leadership impact on sustainability engagement was also supported ($\beta = 0.48; p < 0.001$). This correlates with the works of (Yukl 2012) who stated that, there is a direct influence of leadership in maintaining communication channels in organisations in order to align the employees with the goals of the organisation. (Ali, 2023) sustainable leadership enhances green HR practices, supporting the role of leadership in increasing employee engagement in achieving sustainability goals.Leadership seems to have a much greater influence on modern generation workplaces than on conventional work settings; this could be explained by differences in modern generation work setting where collaboration and openness are dominant features unlike traditional setup (Kotter, 1996). In such contexts, the leaders have a vantage point of advancing sustainability strategies as part of the organisational culture to enhance the active participation of the workers.

Qualitative Insights

The qualitative results supported the quantitative results in that flexibility, communication, and management support were clearly explained the reasons employees in modern spaces felt engaged toward sustainability. In contrast, participants of conventional workplace stated organizational restrictions and bureaucratic policies as enforcing limitation in full engagement of CSI. This supports the reasons given by Braun and Clarke (2006) for stating that workplace culture does indeed influence the extent to which employees develop certain attitudes toward aspect of working environment, goals and objectives. Hence, the research adds to the body of knowledge that supports the notion of flexibility, autonomy, and leadership in enhancing employee engagement and connectedness to their organisations' sustainable development agendas. (Mahmoud, 2022) found the employee engagement is essential for the success sustainability initiatives reinforcing its critical role on achieving corporate sustainability. Based on the complexity and dynamics of workplace factors in today's work contexts that are characterized by teamwork and flexibilities, it seems easier to draw workers' attentions to sustainability efforts. The insights for this research have implications for organizations interested in improving their sustainability performances through engaging the employees.

Conclusion

This research examines the role of organisational environments in influencing commitment of CSI among employees. They show that contemporary work spaces, where people are allowed freedom of choice, free communication and free working environment lead to higher workplace engagement as compared to traditional controlled environments. The quantitative confirmation indicates that flexibility and autonomy with an impact of $\beta = 0.35$ is strongly positive and that leadership and communication practices have a considerably stronger and positive impact with an effect of $\beta = 0.48$ on the participation of employees in sustainability schemes. Other investigations also show that workers in postmodern environments claim more agency and Sense of Co-Responsibility regarding environmental sustainability, in contrast to those working in traditional contexts, which experience structural enmity regarding environmental sustainability. The findings are relevant to organizations that would like to improve the effectiveness of management systems to increase sustainability performance. Therefore, implementing the modern forms of work organization that promote cooperation, self-management, and openness helps businesses to increase their employees' engagement and loyalty. Moreover, organizational management is also highly effective in pursuing sustainability goals when trying to synchronise their employees' actions, especially if the former is possible by means of open cooperation and collaboration, which wasn't possible under the previous strict top-down management model.

In conclusion, this research calls for organizations to change their structural settings with an aim of fostering employee engagement towards sustainable practices for both environmental and organisational benefits.

Recommendations

Recommendations for Practice

1. *Adopt Flexible Work Structures*: Businesses should adopt informal structures of working in order to permit the workers more freedoms on how and when to support CSI. Perks such as work schedules and telecommuting improve organization outputs because they offer the employees the chance to do

work and attend to individual responsibilities. (Al Kurdi et al. 2024) improving customer experience fosters repeat business, aligning with sustainability goals.

2. *Strengthen Leadership and Communication*: Leadership training should thus encompass communication and more specifically, in the support of the sustainability agenda. Conducting an open and clear communication between the CSI management and employees will increase the motivation in participation of the CSI programmes. (Alshaketheep et al. 2024) the role of digital marketing in promoting SDG 2030 knowledge, enhancing sustainability awareness.

3. *Foster a Collaborative Workplace Culture*: There is need for organizations to enhance working together across departments and levels particularly when implementing sustainability projects. Due to the involvement of many Departments, employees in a similar context can share their experience through cross functional teams resulting in increased CSI and Employee engagement. Mansour et al. (2024) stress the importance on green marketing in aligning business practices with sustainability goals, urging its integration into sustainability strategies

Recommendations for Future Research

1. *Exploration of Industry-Specific Engagement*: Future research should also explore if there is a variation in the impact of work environment characteristics on sustainability engagement by the various industries. Knowledge of the sector can add extra factors to the general picture and contribute to the elaboration of specific strategies toward certain types of organizations in the course of CSI.

2. *Longitudinal Studies on Employee Engagement*: Other studies could look at the longitudinal changes in employees' participation in CSI over a period especially when moving from old fashioned work setting to the contemporary environment. This was to assess the effects of change management particularly in restructuring on the sustainability of workplace.

3. *Cultural and Regional Variations*: Further studies should explore as how cultural and regional disparities affect the correlation between WEs and EE in CSI. That kind of research could provide the global comparison and/or determine specific conditions influencing engagement in other settings.

Disclosure Statement

Open Access

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